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[REDACTED] : jmc  
30 March 1960

MEMORANDUM FOR: Deputy Director/Intelligence

SUBJECT: ORR Review of the Inspector General's Survey of the CIA Career Service

REFERENCE: Inspector General's Survey of the CIA Career Service,  
dated 30 January 1960

1. In response to your request, I am setting forth the more significant views expressed by members of the ORR Career Service Board based upon their review of the referenced report.

2. In general, all are in agreement with the IG's conclusions that the present program is inflexible and unresponsive to the Agency's present and future needs, and that it does not meet the basic objectives of career development. Beyond this and other conclusions, the survey report gets involved in concepts of management, dogma, training, and various techniques of administration in its proposals for dealing with the problem of career development and a career staff.

3. The tendency to place greater emphasis on management by committee and board rather than on the established line of command raises some very fundamental questions as to the best management means of accomplishing career development objectives. If -- as the report recommends -- a Career Development Board is established and given the authority suggested, there will be a usurping of functions normally associated with the responsibilities of line organizations. Although

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